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THE EFFECT OF WORK ENVIRONMENT AND COMPENSATION ON EMPLOYEE PERFORMANCE WITH MOTIVATION AS INTERVENING VARIABLE AT PT SUKSES ARTHA MULIA

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Abstract: This research has purposes to discover and analyze furture relates the effect of work environment and compensation on employee performance with motivation as an intervening variable at PT Sukses Artha Mulia. The research method used a quantitative research with a causal method. The population and sample in this research amounted to 109 respondents who are employees at PT Sukses Artha Mulia. The data analysis method used SEM-PLS. And the results of the research indicate that the work environment has no significant effect on motivation. Compensation has a significant effect on motivation. The work environment has no significant effect on employee performance. Compensation has a significant effect on employee performance. Motivation has a significant effect on employee performance. Work environment and compensation simultaneously affect motivation. Work environment, compensation, and motivation simultaneously affect employee performance. Motivation has no effect in mediating the work environment on employee performance. However, motivation has a partial effect in mediating compensation on employee performance.

Keywords: Work Environment, Compensation, Motivation, Employee Performance.

INTRODUCTION

The challenge faced by organizations or companies in the world of competition is how organizations are able to improve and maintain the performance of their employees in order to remain effective and efficient in achieving organizational or company goals. Performance or performance related to aspects of behavior and work output. An organization needs employees with high performance in order to efficiently and effectively achieve competitive advantage while prioritizing safety and quality but at a low cost. This can be seen from the results of the KPI assessment.

In this research, the overall KPI data for PT Sukses Artha Mulia's increase and decrease in employee performance shows that from year to year it tends to decrease. It is necessary to conduct a survey to find the root cause of the decline in the employee's

performance. Researchers distributed questionnaires to 30 employees with the aim of knowing what factors according to employees affect employee performance against the company.

Based on the results of the pre-survey that has been conducted, it can be seen that 19% of employees choose the work environment as the first order factor affecting employee performance, which is still not optimal. Where employees can carry out activities or work in a healthy, safe and comfortable manner. In addition, complete facilities are able to speed up the completion of work. Furthermore, 24% of employees choose compensation as the second factor that influences employee performance, which is still not optimal. This is also influenced by the lack of employee morale to work well in handling various jobs. Then 26% for motivation which is still very low. With the motivation in accordance with what employees want,

The explanation above shows that the factors that affect employee performance are the work environment, compensation, and motivation. Therefore, researchers are encouraged to conduct research on **"The Effect of Work Environment and Compensation on Employee Performance With Motivation as Intervening Variable at PT Sukses Artha Mulia"**.

LITERATURE REVIEW
Work Environment
The work environment according to Afandi (2018: 66) is something that exists in the workers' environment that can affect themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and whether or not work equipment is adequate. The types of work environment according to Sarwoto in Sidanti (2015) broadly the types of work environment are divided into two, namely the physical work environment and the non-physical work environment. The results of Rizal Nabawi's research (2019) stated that the work environment is a means of supporting the smooth working process, where comfort and safety at work are also very taken into account in creating a conducive and pleasant work atmosphere for employees so that they can support employee performance in carrying out their work activities.

Compensation
According to Hasibuan (2017:118) compensation is all income in the form of goods, directly or indirectly received by employees in return for services provided to the company. While Kasmir (2016: 240) argues that compensation is broadly divided into two types, namely financial compensation and non-financial compensation, which is basically a reward or remuneration provided by the company for the performance performed by its employees. The results of Wairooy's research (2017) state that high compensation can improve employee performance.
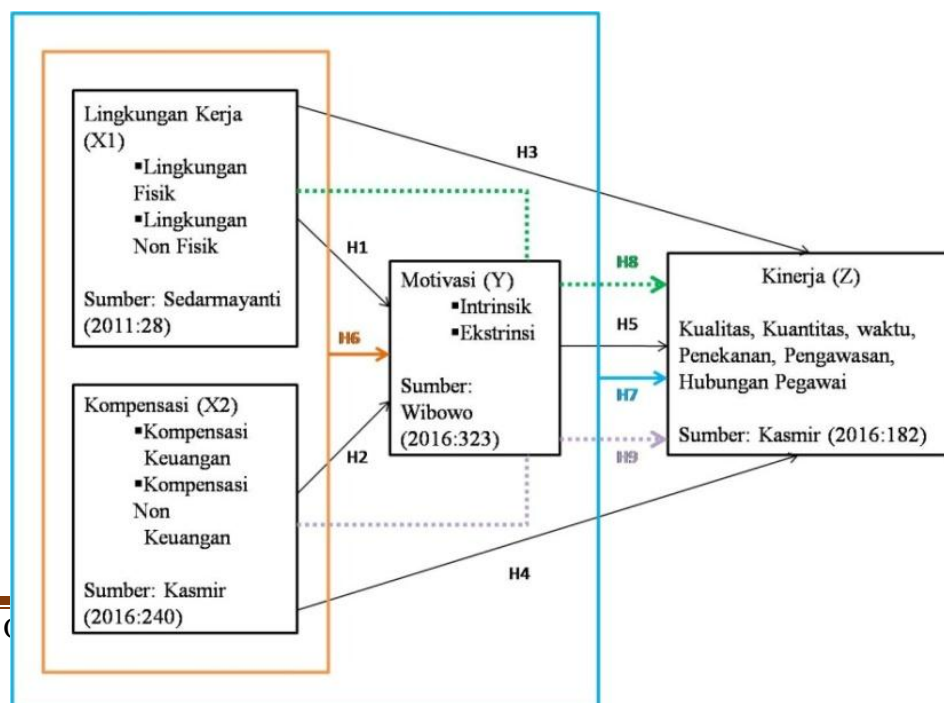
Motivation

Havidz Aima (2020) states that to motivate people, it is necessary to know how motivation works. High Performance is achieved with high motivation for people who are ready to take opportunities with wisdom efforts. For people, motives are reasons for doing something. Herzberg's theory or often referred to as Two Factors Theory is based on "motivators" and "hygiene factors" (Wibowo, 2016: 323), that the relationship between an individual and his work is a basic relationship and that his attitude towards work can greatly determine an individual's success or failure. . These two factors by Frederick Herzberg are addressed to intrinsic factors and extrinsic factors. The results of research by Lidia Lusri & Hotlan Siagian (2017) state that increasing work motivation will have a positive impact on increasing employee performance levels.

Performance

According to Mangkunegara (2016) that the term performance from the word job performance or actual performance (work achievement or actual achievement achieved by a person) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Kasmir (2016: 182) performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period. To measure employee performance, several indicators regarding performance criteria can be used, namely; quality, quantity, timeliness, cost effectiveness, need for supervision, and interpersonal relationships. The results of research by Bayu Dwilaksono & Corry Y (2017) state that the motivation of the employee, the higher the performance of the employee will be. Therefore, companies should look for ways to regenerate employee motivation in an effort to improve employee performance.

Theoretical Framework and Hypotheses

Based on the phenomena, theoretical research and several previous studies that have been described above, the theoretical framework and hypotheses in this research can be drawn as follows:

Source: Data processed by researchers (2020)
Picture 1. Theoretical Framework

H1 : The work environment has a significant effect on motivation.
H2 : Compensation has a significant effect on motivation.
H3 : The work environment has a significant effect on employee performance.
H4 : Compensation has a significant effect on employee performance.
H5 : Motivation has a significant effect on employee performance.
H6 : Simultaneous work environment and compensation have an effect on motivation.
H7 : Simultaneous Work Environment, Compensation, and Motivation have an effect on employee performance.
H8 : Motivation has a significant effect in mediating the work environment on employee performance.
H9: Motivation has a significant effect in mediating compensation on employee performance.

RESEARCH METHODS

The research method used in this research is quantitative. The independent variables in this research consisted of work environment, and compensation, while the dependent variable was employee motivation and employee performance. The population and sample used in this research were 109 respondents were employees of PT Sukses Artha Mulia. The data collection method used in this research consisted of interviews, questionnaires and literature study, while the data analysis method used data analysis techniques with SEM-PLS using Smart PLS version 3.2.9 software to test research hypotheses.

RESULTS AND DISCUSSION
Characteristics of Respondents

Based on the results of the research, the majority of respondents in this research were male (75.23%), aged 25-35 years (72.48%), long worked (42.20%), and last educated S1 (43.12%). This shows that most of the employees of PT Sukses Artha Mulia are men who have awareness of productive age, and high dedication to jointly improve employee performance.


Statistical Descriptive Analysis

Based on the results of descriptive analysis, it shows that respondents' perceptions of the work environment, compensation, motivation, and employee performance are quite high

with average values of 3.72, 3.52, 3.78, and 3.61, respectively. This means that most of the respondents are quite satisfied with the variables in the research.
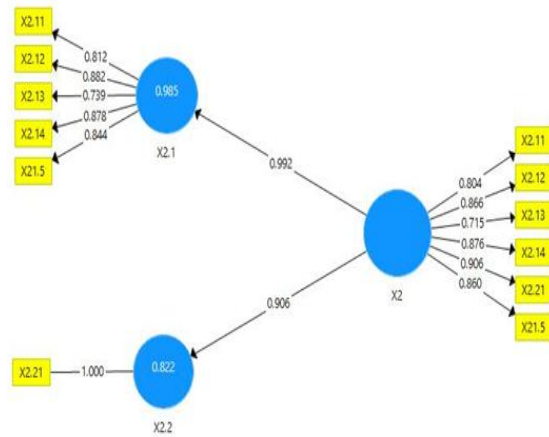
Outer Model
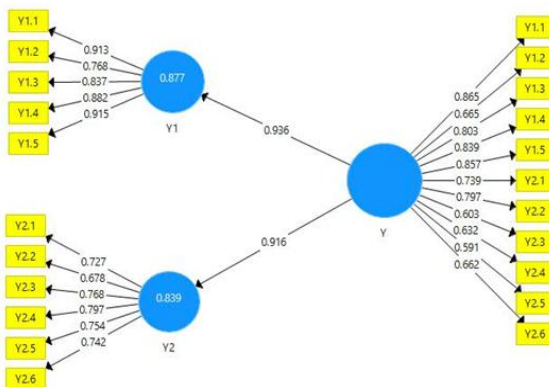**Convergent Validity**

The following is a picture of the results of the measurement model calculation with Smart PLS version 3.2.9 whose loading factor values range from 0.5 to 0.6 and > 0.7, so overall the indicators for each variable are declared valid.
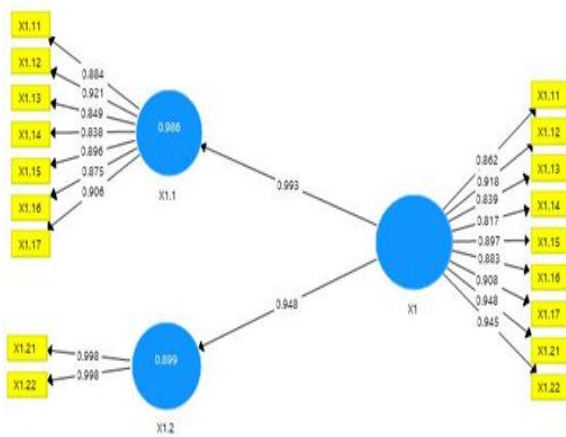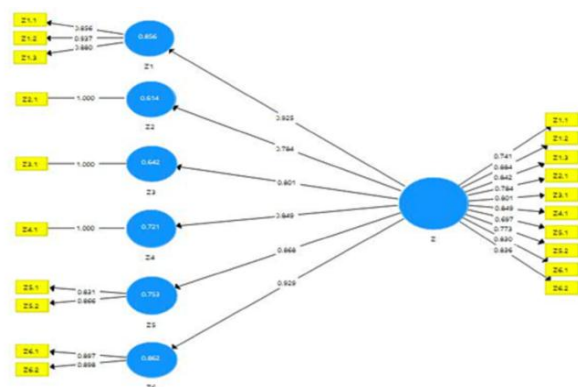

Source: Primary data processed (2021)
Picture 2. Outer Model Test Results
Work Environment Variables

Source: Primary data processed (2021)
Picture 3. Outer Model Test Results
Compensation Variable

Source: Primary data processed (2021)
Picture 4. Outer Model Test Results

Source: Primary data processed(2021)
Picture 5. Outer Model Test Results

| **Motivation Variable** | **Employee Performance Variables** |

Based on the analysis of convergent validity, the loading factor value of AVE for work environment, compensation, motivation, and employee performance has a value ranging from 0.544 to 0.796 so that it is declared valid (≥ 0.500). In addition, based on the analysis of Cronbach's alpha score and composite reliability, the research variables also have values ranging from 0.914 to 0.972. Thus, they are declared reliable (> 0.800). For more details, we can see in table 1 and table 2 below:

Table 1. Value of Average Variance Extracted

Variabel	Average Variance Extracted (AVE)
Lingkungan Kerja (X1)	0,796
Kompensasi (X2)	0,706
Motivasi (Y)	0,544
Kinerja Karyawan (Z)	0,649

Source: Primary data processed (2021)

Table 2. Value Of Cronbach's Coefficient Alpha & Composite Reliability

Variabel	Cronbach's Alpha	Composite Reliability
Lingkungan Kerja (X1)	0,968	0,972
Kompensasi (X2)	0,915	0,935
Motivasi (Y)	0,914	0,927
Kinerja Karyawan (Z)	0,939	0,948

Source: Primary data processed (2021)

Discriminant Validity

Table 3. The Results Discriminant Validity

Indikator	Lingkungan Kerja (X1)	Kompensasi (X2)	Motivasi (Y)	Kinerja Karyawan (Z)	Keterangan
X1.11	0,860	0,621	0,593	0,550	Valid
X1.12	0,916	0,706	0,648	0,588	Valid
X1.13	0,838	0,589	0,593	0,551	Valid
X1.14	0,820	0,601	0,588	0,600	Valid
X1.15	0,858	0,696	0,684	0,605	Valid
X1.16	0,884	0,701	0,683	0,594	Valid
X1.17	0,911	0,730	0,705	0,685	Valid
X1.21	0,947	0,729	0,688	0,654	Valid
X1.22	0,944	0,720	0,686	0,649	Valid
X2.11	0,659	0,815	0,756	0,788	Valid
X2.12	0,603	0,861	0,699	0,670	Valid
X2.13	0,418	0,722	0,615	0,642	Valid
X2.14	0,607	0,870	0,711	0,692	Valid
X2.21	0,754	0,903	0,837	0,744	Valid
X21.5	0,753	0,858	0,786	0,728	Valid
Y1.1	0,742	0,820	0,886	0,760	Valid
Y1.2	0,482	0,472	0,677	0,589	Valid
Y1.3	0,647	0,718	0,810	0,696	Valid
Y1.4	0,666	0,761	0,854	0,767	Valid
Y1.5	0,713	0,775	0,872	0,759	Valid
Y2.1	0,528	0,682	0,748	0,705	Valid
Y2.2	0,721	0,788	0,821	0,745	Valid
Y2.3	0,203	0,463	0,557	0,399	Valid
Y2.4	0,221	0,434	0,584	0,365	Valid
Y2.5	0,313	0,457	0,552	0,370	Valid
Y2.6	0,339	0,562	0,638	0,466	Valid
Z1.1	0,465	0,632	0,618	0,743	Valid
Z1.2	0,604	0,728	0,737	0,885	Valid
Z1.3	0,516	0,689	0,662	0,838	Valid
Z2.1	0,600	0,690	0,690	0,784	Valid
Z3.1	0,572	0,703	0,686	0,802	Valid
Z4.1	0,578	0,709	0,702	0,848	Valid
Z5.1	0,439	0,581	0,602	0,635	Valid
Z5.2	0,608	0,697	0,697	0,776	Valid
Z6.1	0,635	0,754	0,744	0,834	Valid
Z6.2	0,456	0,651	0,644	0,832	Valid

Source: Primary data processed (2021)

Based on the table above, it is known that all indicators have a cross loading value, which is > 0.5 so that everything is said to be valid. Thus, it can be concluded that each variable has good discriminant validity.

Inner Model

Based on the results of the analysis test using the Smart PLS bootstrap version 3.2.9, the following results were obtained:

**Table 4. Path Coefficient and P Value (Direct Effect)**

Keterangan	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	T Table	P Values
Lingkungan Kerja (X1) > Motivasi (Y)	0,077	0,088	0,097	0,789	1,98282	0,431
Lingkungan Kerja (X1) > Kinerja Karyawan (Z)	0,087	0,089	0,083	1,052	1,98282	0,293
Kompensasi (X2) > Motivasi (Y)	0,814	0,800	0,095	8,538	1,98282	0,000
Kompensasi (X2) > Kinerja Karyawan (Z)	0,375	0,375	0,122	3,085	1,98282	0,002
Motivasi (Y) > Kinerja Karyawan (Z)	0,442	0,441	0,098	4,497	1,98282	0,000

Table 5. Indirect Effect

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1 » Y » Z	0,034	0,040	0,045	0,755	0,450
X2 » Y » Z	0,360	0,352	0,086	4,181	0,000

Source: Primary data processed (2021)

Source: Primary data processed (2021)
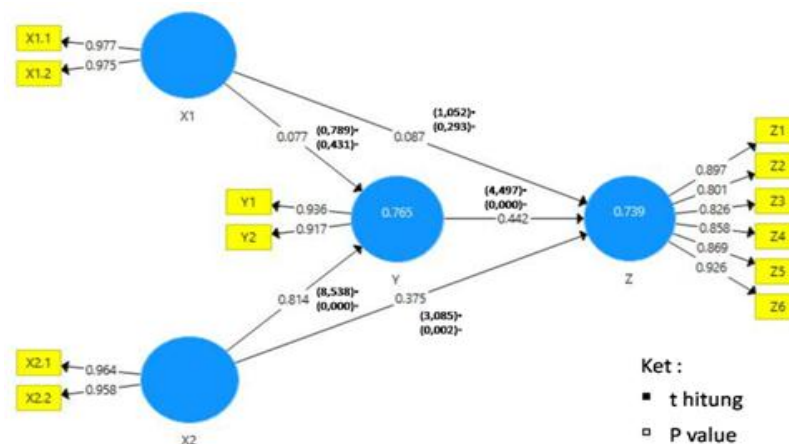
Source: Primary data processed (2021)
Picture 6. Inner Model Calculation Results

This structural equation can be written as follows:
Motivation : (Y) = 0.077X1 + 0.814X2
Employee Performance : (Z) = 0.087X1 + 0.375X2 + 0.442β

1. The work environment has an impact of 0.077 with a T Statistic value of 0.789 and a P Value of 0.431 (> 0.05) on motivation. So it can be concluded that the work environment has no significant effect on motivation.
2. The work environment has an impact of 0.087 with a T Statistic value of 1.052 and a P Value of 0.293 (> 0.05) on employee performance. So it can be concluded that the work environment has no significant effect on employee performance.
3. Compensation has an impact of 0.814 with a T Statistic value of 8.538 and a P Value of 0.000 (< 0.05) on motivation. So it can be concluded that compensation has a significant effect on motivation.

4. Compensation has an impact of 0.375 with a T Statistic value of 3.085 and a P Value of 0.002 (< 0.05) on employee performance. So it can be concluded that compensation has a significant effect on employee performance.

5. Motivation has an impact of 0.442 with a T Statistic value of 4.497 and a P Value of 0.000 (< 0.05) on employee performance. So it can be concluded that motivation has a significant effect on employee performance.

6. From the table and figure above, it can be seen that the direct effect value of 0.077 experienced a decrease in the indirect effect value of 0.034 with a P Value value of 0.450 (> 0.05). So it can be concluded that motivation has no effect in mediating the work environment on employee performance.

7. From the table and figure above, it can be seen that the direct effect value of 0.087 experienced a decrease in the indirect effect value of 0.360 with a P Value value of 0.000 (< 0.05). So it can be concluded that motivation has a partial effect in mediating compensation on employee performance, or in other words that compensation has a direct significant effect on employee performance even without a mediating variable.

R^2 Evaluation

The results of the R^2 test obtained that the F Statistic value was 172.53 and 99.47 with the F Table value at alpha of 0.05 which was 2.69. So it can be concluded that F Statistics > F Table (2.69), or it can be interpreted that the work environment and compensation simultaneously affect motivation. Likewise, the work environment, compensation, and motivation simultaneously affect employee performance. For more details, we can see in table 6 below:

Table 6. R^2 Value

Variabel	R Square	F Statistik	F Tabel	Alpha	Kesimpulan
(X1, X2) »»» (Y)	0,765	172,53	2,69	0,05	F hitung > F tabel (H6 diterima)
(X1, X2, Y) »»» (Z)	0,739	99,47	2,69	0,05	F hitung > F tabel (H7 diterima)

Source: Primary data processed (2021)

F^2 Test

Based on the results of the analysis test using the Smart PLS versi 3.2.9 bootstrap, the following results were obtained:

Table 7. F^2 Value

Variabel	Lingkungan Kerja (X1)	Kompensasi (X2)	Motivasi (Y)	Kinerja Karyawan (Z)
Lingkungan Kerja (X1)			0,010	0,012
Kompensasi (X2)			1,134	0,102
Motivasi (Y)				0,176
Kinerja Karyawan (Z)				

Source: Primary data processed (2021)

1. Work Environment (X1) → Motivation (Y) : with an F^2 value of 0.010 (< 0.02), so the work environment (X1) has little effect on the structural level.

2. Compensation (X2) → Motivation (Y) : with an F^2 value of 1.134 (> 0.35), so that compensation (X2) has a large influence on the structural level.
3. Work Environment (X1) → Employee Performance (Z): with an F^2 value of 0.012 (< 0.15), so the work environment (X1) has little effect on the structural level.
4. Compensation (X2) → Employee Performance (Z): with an F^2 value of 0.102 (< 0.15), so that compensation (X2) has little effect on the structural level.
5. Motivation (Y) → Employee Performance (Z): with an F^2 value of 0.176 (> 0.15), so that motivation (Y) has a medium effect on the structural level.

Goodness Of Fit Index (GoF)

$$\text{GoF} = \sqrt{AVE \times R^2}$$
$$\text{GoF} = \sqrt{\left(\frac{0{,}796+0{,}706+0{,}544+0{,}649}{4}\right)\left(\frac{0{,}765+0{,}739}{2}\right)}$$
$$\text{GoF} = \sqrt{0{,}67375 \times 0{,}752}$$
$$\text{GoF} = \sqrt{0{,}50666}$$
$$\text{GoF} = 0.711$$

The results of the calculation of the Goodness of Fit Index (GoF) show a value of 0.711, so it can be concluded that the combined performance of the measurement model (outer model) and structural model (inner model) as a whole is very good because the Goodness of Fit Index (GoF) value is more than 0.36 which means it has a large GoF scale.

Predictive Relevance (Q^2)

$$Q2 = 1 - (1 - R_1{}^2)(1 - R_2{}^2)$$
$$Q2 = 1 - (1 - 0.765)(1 - 0.739)$$
$$Q2 = 1 - (0.235)(0.261)$$
$$Q2 = 1 - 0.061$$
$$Q2 = 0.938$$

Based on the results of the calculation of predictive relevance (Q^2) above, the value is 0.938. Which means that the exogenous latent variable as the explanatory variable is able to predict the endogenous variable, namely employee performance or prove that the model has good predictive relevance.

Inter-Dimensional Correlation Analysis

Based on the results of the correlation analysis between dimensions, which can be seen in the following table that:

Table 8. Correlation Results Between Dimensions

Independent Variables and Dependent Variables

Variabel	Dimensi	Motivasi (Y)		Kinerja Karyawan (Z)					
		M. Intrinsik (Y1)	M. Ekstrinsik (Y2)	Kualitas (Z1)	Kuantitas (Z2)	Waktu (Z3)	Penekanan Biaya (Z4)	Pengawasan (Z5)	Hubungan Karyawan (Z6)
Lingkungan Kerja (X1)	LK. Fisik (X1.1)	0,751	0,550	0,593	0,587	0,546	0,578	0,612	0,608
	LK. Non Fisik (X1.2)	0,723	0,500	0,555	0,590	0,606	0,534	0,601	0,558
Kompensasi (X2)	K. Keuangan (X2.1)	0,807	0,767	0,752	0,681	0,704	0,711	0,747	0,787
	K. Non Keunagan (X2.2)	0,795	0,734	0,681	0,626	0,603	0,592	0,681	0,658

Source: Primary data processed (2021)

**Table 9. Correlation Results Between Dimensions
Dependent Variables and Dependent Variables**

Variabel	Dimensi	Kinerja Karyawan (Z)					
		Kualitas (Z1)	Kuantitas (Z2)	Waktu (Z3)	Penekanan Biaya (Z4)	Pengawasan (Z5)	Hubungan Karyawan (Z6)
Motivasi (Y)	M. Intrinsik (Y1)	0,714	0,669	0,702	0,689	0,768	0,760
	M. Ekstrinsik (Y2)	0,679	0,580	0,533	0,582	0,619	0,634

Source: Primary data processed (2021)

1. The work environment variable (X1) to the motivation variable (Y), the highest dimension correlation is the physical work environment dimension (X1.1) to the intrinsic motivation dimension (Y.1), which is 0.751.
2. The compensation variable (X2) to the motivation variable (Y), the highest dimension correlation is the financial compensation dimension (X2.1) to the intrinsic motivation dimension (Y.1), which is 0.807.
3. The work environment variable (X1) on the employee performance variable (Z), the highest dimension correlation is the physical work environment dimension (X1.1) to the supervision dimension (Z.5), which is 0.612.
4. The compensation variable (X2) on the employee performance variable (Z), the highest correlation dimension is the financial compensation dimension (X2.1) on the employee relationship dimension (Z.6), which is 0.787.
5. The motivation variable (Y) to the employee performance variable (Z), the highest correlation dimension is the intrinsic motivation dimension (Y.1) to the supervision dimension (Z.5), which is 0.768.

Discussion
Effect of work environment variable (X1) on motivation variable (Y)

The P Value on the influence of the work environment variable (X1) on the motivation variable (Y) is 0.431 which means it is not significant because the P Value > 0.05. For the value of T Statistics that is equal to 0.789. This means that H1 is rejected and H0 is accepted, it can be concluded that the work environment has no significant effect on motivation. The work environment according to Suwondo and Sutanto (2015), namely the work environment is the overall work facilities and infrastructure around employees who are

doing work that can affect the implementation of the work. The results of this research support the previous research by Mauli Siagian (2019), Musran (2019), and Imam Soetopo (2018) which stated that the work environment had no significant positive effect on motivation.

Effect of compensation variable (X2) on motivation variable (Y)

The P Value on the effect of the compensation variable (X2) on the motivation variable (Y), which is 0.000 which means it is significant because the P Value < 0.05. For the value of T Statistics, which is equal to 8,538. This means that H2 is accepted and H0 is rejected, it can be concluded that compensation has a significant positive effect on motivation. According to Hasibuan (2017: 118) compensation is all income in the form, whether it is direct or indirect goods received by employees in return for remuneration provided to the company. Compensation can increase employee work motivation by providing the right compensation, it will encourage employees to work stronger, thus stimulating employees to continue working. The results of this research support the previous research by Dewi S. Harahap (2019), Muhammad Firmansyah (2018), and Paulus Leonu (2017), which state that compensation has a significant positive effect on motivation.

Effect of work environment variable (X1) on employee performance variable (Z)

The P Value on the effect of the work environment variable (X1) on the employee performance variable (Z), which is 0.293, which means it is not significant because the P Value > 0.05. For the value of T Statistics, which is 1.052. This means that H3 is rejected and H0 is accepted, it can be concluded that the work environment has no significant effect on employee performance. The work environment according to Afandi (2018: 66) is something that exists in the workers' environment that can affect themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and whether or not work equipment is adequate. Meanwhile, by providing opportunities for employees to participate in decision making, it can give employees rewards, so that employees will feel valued. These employees will also try to contribute their best performance to the organization. The results of this research support previous research by Mahmudin (2020), Syalimono (2019), and Aksan (2018) which stated that the work environment had a significant positive effect on employee performance.

Effect of compensation variable (X2) on employee performance variable (Z)

The P Value on the effect of the compensation variable (X2) on the employee performance variable (Z), which is equal to 0.002, which means it is significant because the P Value < 0.05. For the value of T Statistics, which is equal to 3,085. This means that H4 is accepted and H0 is rejected, it can be concluded that compensation has a significant positive effect on employee performance. According to Ariandi (2018), compensation is all the rewards received by employees for their work in the organization, compensation can be in the form of physical or non-physical. Fulfillment of fair and proper compensation can increase employee morale in completing work and achieving company goals, therefore employees feel valued for their existence. So that the expected performance stability will be maintained

without any fear of compensation problems in employees. The results of this research support previous research by Dian Puspa (2019), Rini Astuti (2019), Wairooy (2017) which states that compensation has a significant positive effect on employee performance.

The influence of the motivation variable (Y) on the employee performance variable (Z)

The P Value on the influence of the motivation variable (Y) on the employee performance variable (Z), which is 0.000 which means it is significant because the P Value < 0.05. For the value of T Statistics, which is equal to 4.497. This means that H5 is accepted and H0 is rejected, it can be concluded that motivation has a significant positive effect on employee performance. This is quite reasonable because the support provided to employees in order to improve behavior to work voluntarily and seriously in carrying out their work, as described in the descriptive analysis of work motivation variables has been fulfilled as reflected in Havidz Aima (2020) which states that to motivate people , need to know how motivation works. High performance is achieved with high motivation for people who are ready to take opportunities with wisdom efforts. For people, motives are reasons for doing something. Motivation is concerned with the strength and direction of behavior and the factors that influence people to behave in certain ways. The results of this research support previous research by Dian Puspa (2021), Hardika C & Havidz Aima (2020), and Hasibuan J.S (2019), which stated that motivation had a significant positive effect on employee performance.

The Effect of Work Environment Variables (X1) and Compensation Variables (X2) on Motivation Variables (Y)

The work environment variable (X1) and compensation (X2) obtained an R^2 value of 0.765 with an F Statistic value of 172.53 and an F table value at alpha of 0.05 which was 2.69. This means that F Statistics (172.53) > F Table (2.69), then H6 is accepted and H0 is rejected. Thus, it can be concluded that the work environment and compensation simultaneously affect motivation. The results of this research support previous research by Omay Mandra (2019), Aris Budiono (2017), and Elok Faiqotul (2017) that work environment and compensation simultaneously affect motivation. If the work environment and compensation are improved properly, the correlation to work motivation will be better and will have an influence on increasing employee work motivation or in other words, If the work environment and compensation are getting better, then work motivation will increase. Thus, employee performance also increases.

The Effect of Work Environment Variables (X1), Compensation Variables (X2), and Motivation Variables (Y) on Employee Performance Variables (Z)

Work environment variables (X1), compensation (X2), motivation (Y) obtained an R^2 value of 0.739 with an F statistic value of 99.47 and an F table value at alpha of 0.05, which is 2.69. This means that F Statistics (99.47) > F Table (2.69), then H7 is accepted and H0 is rejected. Thus, it can be concluded that the work environment, compensation, and motivation simultaneously affect employee performance. The results of this research support the previous research by Muhammad Zakki (2020), Asrun Tonga (2018), and Pijay (2018) that

work environment, compensation, and motivation simultaneously affect employee performance. If the company wants its employees to be motivated in carrying out their work, then the company must try to meet the needs of its employees.

The Effect of Motivation Variable (Y) in Mediating Work Environment Variables (X1) on Employee Performance (Z)

The path coefficient value of the direct effect of the work environment variable (X1) on the employee performance variable (Z), which is 0.087, has decreased in the value of the path coefficient indirect effect of the work environment variable (X1) on the employee performance variable (Z), which is 0.034 with a P value of 0.450 > 0.05, it indicates that there is no mediation or unmediation, meaning that H8 is rejected and H0 is accepted. So it can be concluded that motivation has no effect in mediating the work environment on employee performance. The results of this research support previous research by Mahmudin (2020), Astuti P (2020), and Arifa S (2018), which stated that motivation had no effect in mediating the work environment on employee performance. With the motivation contained in the work environment, the desire of employees to work harder is increasing. Supporting motivation, such as the fulfillment of employee physiological needs, there is a sense of comfort at work, then employees will be enthusiastic about work and can improve employee performance.

The Effect of Motivation Variable (Y) in Mediating Compensation Variable (X2) on Employee Performance (Z)

The value of the path coefficient direct effect of the compensation variable (X2) on the employee performance variable (Z), which is 0.375, has decreased in the value of the path coefficient indirect effect of the compensation variable (X2) on the employee performance variable (Z), which is 0.36, with a P Value of 0.0000 < 0.05, it indicates that there is partial mediation, meaning that H9 is rejected and H0 is accepted but the P value is significant. So it can be concluded that motivation partially mediates the effect of compensation on employee performance. The results of this research support previous research by Guli (2020), and Roni (2019) which states that motivation has a partial effect in mediating compensation on employee performance. In other words, compensation has a significant direct effect on employee performance, even in the absence of motivation as a mediation. The better the compensation felt by employees, the higher the motivation to improve their performance.

CONCLUSIONS

Conclusion

Based on the results of research and discussion, some conclusions can be drawn as follows:

1. The work environment has no significant effect on motivation at PT Sukses Artha Mulia.
2. Compensation has a significant effect on motivation at PT Sukses Artha Mulia.
3. The work environment has no significant effect on employee performance at PT Sukses Artha Mulia.

4. Compensation has a significant effect on employee performance at PT Sukses Artha Mulia.
5. Motivation has a significant effect on employee performance at PT Sukses Artha Mulia.
6. Work environment and compensation simultaneously affect the motivation at PT Sukses Artha Mulia.
7. Work environment, compensation, and motivation simultaneously affect employee performance at PT Sukses Artha Mulia.
8. Motivation has no effect in mediating work environment on employee performance at PT Sukses Artha Mulia.
9. Motivation has a partial effect in mediating compensation on employee performance. In other words, compensation has a direct significant effect on employee performance at PT Sukses Artha Mulia, even though there is no motivation as a mediating variable.

Suggestion

Based on the results of the conclusions above, the suggestions that can be given to complete the results of this research are as follows:

1. For The Company
   a) The company is expected to ensure the establishment of good communication between employees or the establishment of good communication between superiors and employees. In this case, the company can conduct employee gatherings to strengthen this familiarity.
   b) For the provision of insurance and assessment of promotions for employees, it is expected that it is in accordance with applicable standards, and must be as fair as possible in accordance with the mutually agreed work contract.
   c) For working hours that are deemed insufficient because they are not in accordance with the amount of work given. It is recommended that the work given must be in accordance with the agreed job desk and in accordance with the applicable work contract, and the assignment of tasks must be in accordance with the employee's field of work, so that employees do not feel burdened and interfere with the employee's core work, and can complete work neatly and in accordance with target.
   d) Companies need to pay attention to the provision of a budget that supports the work that must be in accordance with current conditions, and is based on economic fluctuations.

2. For The Further Researchers
   Limitations in this research, namely the number of respondents who are still lacking, thus getting less than optimal results. With this research, it is hoped that further research can reveal the findings of the influence of other new variables on employee performance, and explore more information.

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